

DD/A Registry

83-0140/4

21 JAN 1983

MEMORANDUM FOR: Director of Security

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Phase IV Long-Range Plan Action Items

1. As a result of the recent exercise in long-range planning for the EXCOM, a number of themes were identified which require further action. The items generally concern improving the management of support services and need research, coordination, and study. To accomplish this, it is requested that you conduct a thorough review of the subjects listed in the attachment and submit a detailed report on your findings. Your efforts should result in a thoughtful exploration of the topics which, from a Directorate viewpoint, considers the organizational implications as well as the potential for improving the efficiency, effectiveness, and timeliness of our support to the Agency's mission.

2. In addition to addressing the items listed in the attachment, you are requested to conduct a general review and report on the performance of your Office in response to customer requests. This review should also verify the need for all administrative reporting which you originate. You should include a discussion of the timeliness, quality, and responsiveness of your support, both at Headquarters and in the field. Some examples of the support to be covered are: (1) Security inspections, surveys, and/or audits of Agency facilities and contractor facilities; (2) Technical surveillance countermeasure inspections, detection, and prevention; (3) Managing the Agency's information systems security program; (4) Policy guidance and support assistance by the Area Security Officers; (5) Personnel security and investigations activity, i.e., clearance, operational support, counterintelligence support, leaks; and (6) Regional Field Office activity. Also, provide a thorough discussion on how to reduce lead times, improve the overall quality of support, and reduce unnecessary paperwork. Your review should also identify those sections of regulations that are thought to be unnecessarily cumbersome. A mutually acceptable date for the completion of these reports should be coordinated with the DDA Plans Officer.

STAT

Harry E. Fitzwater

Attachment

DDA/MS (20) STAT  
Orig - Adse (w/att)  
1 - HEF Chrono (w/o att)  
1 - DDA Subject (w/att)  
1 - DDA Chrono (w/o att)  
1 - DDA/MS Subject (w/att)  
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1. REVITALIZE AND EXPAND THE EMPLOYEE SECURITY AWARENESS PROGRAM: Although we currently have a security awareness program, recent security incidents indicate that we must make this program as effective as possible to prepare us to meet the changes and challenges of the future. You are therefore requested to perform an in-depth review of this program in order to achieve maximum efficiency. You should include in your report the feasibility of publicizing security cases and the penalties assessed.

2. POLYGRAPH EXPANSION: I am well aware of the intensive efforts by your Office to reduce the backlog in Polygraph by recruiting more examiners, establishing an in-house training function, and expanding the working space. In addition to these efforts, please provide a report on all possible alternatives which might be pursued so that our overall responsiveness can be substantially improved in this area. Such alternatives could include contracting out, joint efforts with other government agencies, etc.

3. SECURITY SUITABILITY OF APPLICANTS: This review and report should focus on the perceived problem which changing social values are causing in the applicant selection process. You should also work with the Office of Medical Services on this project. Considerable thought will have to be given to maintaining security standards in the midst of evolving and changing social mores of current and future candidates. Consideration should be given to use of drugs, cohabitation, integrity, etc.

4. TERRORIST THREAT: This review should cover the security threat with special emphasis on countering the terrorist threat. You should explore both overseas and Headquarters potential attacks and also a treatment of our response to a hostage and kidnapping scenario. In addition to the foregoing, you should also include an examination of the status of the overall physical protection of our overseas personnel and sites with recommendations for improvement.